

# Amrop Leadership Series

## Personal Governance – 2 Principle I – Life Plan and Goals

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**Amrop**

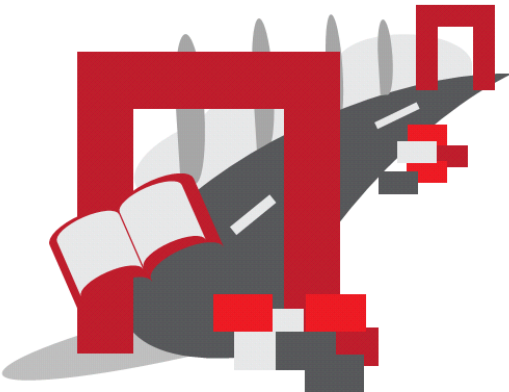
Leaders For What's Next

# Personal Governance - 2

## Principle I – Life Plan and Goals

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## Executive Summary

Just as a well-run organization has a guiding Mission, so do managers with good Personal Governance. This 'Life Plan' is an ongoing project, far-reaching and carefully-orchestrated. It serves as a common thread, a 'Leitmotiv', to guide, motivate and inspire executives through uncertainty and change, success and opportunity. As a personal, core Mission, its translation into action needs regular monitoring.



### The Life Plan is a Holistic Plan

In this article, we explore Principle I of Personal Governance: Life Plan and Goals. Whilst we address the individual manager, the concepts and tools can also support the development of peers, our private entourage, our direct reports, and teams. A Life Plan takes all areas of our lives into account in a meaningful and holistic way, including our social environment and the plans of our closest entourage, (without automatically allowing their expectations to become our own).

### The Fateful Moment is a Trigger

If Life Planning should start early on, it frequently only begins with a Fateful Moment – one that forces us to reflect and re-orient. We can use an Imaginary Fateful Moment (IMF), such as a sudden job loss, as a device to kick-start our Life Planning - and check its pulse on a regular basis.

### Life Planning Takes Reflection

The Question Catalogue (see the full article) is a set of stimulating and customizable interrogations, such as: "Is there really nothing more important for me?" "What kind of development steps am I personally striving for?" Simple though these may seem, finding the answers can demand deep reflection. We can use the questions for regular location checks and to shape our individual Reflection Catalogue.

### The Life Plan is a Personal Strategic Project

We should treat our Life Plan like a corporate mission, 'creating something' for the medium and long term with a healthy dose of *Carpe Diem*. Milestone priorities help us define what

matters and shape our project. Setting them means knowing our true desires and talent, the intrinsic motivational factors that create our happiness, a state of physical and psychological 'fullness' and 'flow'. Our talent is best identified with the support of others.

### As Borders Fall, YOU Inc. is Rising

Dissolving borders and the 'subjectivization of work' have taken us from a world of constraints, control and narrow frameworks to one of space, self-determination and self-responsibility. Whilst this brings benefits, it also demands proactivity in how we invest our time, manage our interests and transactional relationships. YOU Inc. status is one sign of the subjectivization of work - increased autonomy and reduced dependency on one employer. Reaching it can help to relieve the pressure of difficult professional situations.

### Material Aspirations Raise Questions

In Life Planning it is important to understand our relationship with material aspirations and to be aware not only of the freedom material wealth brings, but of the potential constraints of material addiction, as well as its possible effects upon our mood and relationships.

### Who or What Defines our Lives?

Finally, as set out in the full article, the 19 factors of Happy People and the 10 Rules of Good Luck are all important signposts and check criteria for building our Life Plan. Do we see ourselves as master of our own lives? Are we prepared to invest time and perseverance in creating our own Good Luck?

# Personal Governance – 2

## Principle 1 – Life Plan and Goals



Every well-run organization has a guiding Mission. So too, do managers with good Personal Governance. This 'Life Plan' is an ongoing project. It is far-reaching and carefully-orchestrated. It serves as a common thread, a 'Leitmotiv' to guide, motivate and inspire executives in times of uncertainty and change, success and opportunity. As a personal, core Mission, its translation into action is regularly monitored.

Yet, what should the scope of 'life' be? Where does 'work life' end and 'private life' begin? For a Life Project, we can consider these borders to be partially dissolving. A Life Plan takes *all* areas of our lives into account, including our social environment, in a meaningful and holistic way.

In this context, we can also talk about the 'life-entrepreneur' and the 'employee-entrepreneur'. In recent years and in many professional domains, we have seen a rise in the '*subjectivization of work*.' This means that it's becoming increasingly important for employees to take responsibility for themselves, to be *self-determined, self-organized and self-regulated*. It should not however imply that companies should fully delegate the responsibility for work-life balance to those employees. In his book: "Leadership Is An Art" Max de Pree proposes that learning organizations should consciously remove the border between work and private lives. It is their job to support the holistic development of every employee. Yet doing this implies a mutual undertaking between company and employee. Expressing success in professional or private lives as a simple 'either-or' question (or command) harms this undertaking.



In this second part of our series on Personal Governance, we explore Principle I: Life Plan and Goals. Whilst we address the individual manager in person, the concepts and tools provided here can also support the development of peers, our private entourage, our direct reports, and teams.



### The Rolling Life Plan – a Holistic Matter

Who has one? Who needs one? Who plans for whom? Do we go on planning throughout the course of our lives, or make a single, life-long plan?

We all have plans, which we follow more or less systematically, persistently, enthusiastically and successfully. On one hand, our plans may be related to short-term professional or private goals, on the other, to long-term dreams. Unfortunately, as we know only too well, dreams may be compromised by the uncertainties that tend to obstruct long-term projects. A Life Plan increases their chances of survival.

Personal Governance deals more with mid- and long-term plans, professional and private components. In the professional context, we often talk about a *curriculum vitae*, or in the case of a so-called 'successful' professional track, a 'career plan.' Planning a professional track is part of the Life Plan. However it shouldn't be the sole component, and certainly not the dominant one. In this sense, the Life Plans of 'significant others' are integrated into our own Life Plan; as co-planners, supporting factors, important references who we want to take into account, and so on. However, the expectations of third parties don't always need to become directives. Under the title 'Other People's Expectations are Other People's Expectations,' Sprenger warns us of the danger of turning the expectations of others into our own expectations without due reflection.

### Early Beginnings For Later Success

Ideally, our Life Plan should emerge early in life as a thinking and orientation aid, enabling a conscious and thoughtful approach to the various factors that set our course in our formative years. Without one, we'll more likely make the wrong choices, whether in terms of education, partnerships, roles and positions, and lose valuable time through trial and error. We could even argue that Life Planning and Life Project Management should be an established part of the later school curriculum. Particularly in high school, apprenticeships, and academic studies, Life Planning would be a valuable navigation system to guide youngsters through the 'multi-option society'.

Even if we don't have access to this kind of orientation early on (or fail to apply it), it goes without saying that it's never too late to start a Life Project.

## The Fateful Moment – an Ignition Factor

Life Planning is often triggered by a 'Fateful Moment' (Giddens, 1991). This is a radical change, a shift in our situation that feels loaded with destiny. It forces us to pause for thought. In managerial life, we also talk about a Warning Shot Across the Bow; health problems strike us out of the blue and we quite literally stop in our tracks. At moments like this, we need to take stock and assess alternatives for action going forward, as well as taking a good look at ourselves. We mobilize our energies and new possibilities for development emerge, which we then follow – often in a fairly intense way. If the Fateful Moment doesn't cause a change in direction and we continue in the same vein as before, we can talk about Fatalism (from the Latin *fatalis* or 'determined by fate') - the belief that everything that happens to us is determined by destiny, or higher powers. This is the opposite of voluntarism. Personal Governance and Life Planning presuppose a degree of voluntarism, with a touch of fatalism nonetheless.

Recognizing that an active Life Plan is effective during a Fateful Moment leads us to the concept of the 'Imaginary Fateful Moment' (IFM). An IFM can be used as a 'stress test' to kick-start Life Planning and regularly check its pulse. It's quite easy to think of an IFM - losing our job, for example. How would an involuntary, sudden redundancy affect our need to re-orientate? This question is a good basis for building a Life Plan. It's relevant and exciting, because a) it's part of the risk management of anyone in employment and b) we know that most people, even if financially independent but professionally active up to their Fateful Moment, won't pursue exactly the same activity after it happens (Karitzki in Brink, Tiberius, 2005).

This brings us to a Life Planning Tool: the 'Question Catalogue'. Here are a few stimulating questions - indicators to shape our individual Reflection Catalogue. Simple though these may seem, my discussions with senior managers often reveal that they are seeking the answers for the very first time. We should customize and regularly use these to take our 'existential pulse', gain knowledge, and spark action.

### The Question Catalogue

How happy am I with my life in general?  
How happy am I professionally?  
How have I developed professionally?  
How heavy is my workload and how stressed do I feel?  
What kind of fears and worries am I preoccupied by?  
What setbacks have I experienced and how did these help me progress?  
What kind of development steps am I personally striving for?

*Questions to do with Sense and Meaning support this process:*

To what extent is what I do important to me?  
Is there really nothing more important for me?  
How do I define what is a meaningful task for me?  
What is the essence of my (personality) profile?  
How can I best utilize my resources – for myself and for my social environment?  
What goals do I need to set for myself, to ensure that my life has meaning and sense for me?  
What do I really want for myself?



### Our Personal Mission – a Strategic Project

As mentioned at the outset, the definition of a personal, core Mission is part of our Life Project: its planning and development, monitoring and translation into practice. Like a Corporate Mission or Vision, the Life Mission is a truly strategic project. A Corporate Mission needs regular checks and adjustments and it goes without saying that the Life Project should be 'project managed' with the same sense of purpose and professionalism.

In this context, Sennett (1999) urges that our task in the world is to *create something*. Shaping our own 'biography' is the most important creation of all. On the other hand, it's important to stress the importance of adding to our Life Planning a healthy dose of Carpe Diem - an appetite for the Here and Now.

Finally, when it comes to a large-scale life shaping project, we need to set fundamental, milestone priorities, to define what's really important. As the cornerstones of a fulfilled life, let's now take a look at some of these.

### Aspirations and Talent – Core Drivers

Talent, and aspirations are all too often suppressed in business life. Yet they play a central role in Life Planning.

In motivation training, the name of French author Antoine de Saint-Exupéry often comes up. From him we learn that, if we want to build a ship with other people, the urge or longing for the sea has to be awakened in them. In the same way, pursuing an aspiration means following the call of an intrinsic motivation. Not only is intrinsic motivation the ideal driving force for Life Planning – it is the only plausible one. However, if intrinsic motivation is a powerful driver, it is also a rare form of motivation - one that all companies wish for their employees.

Here, the *psycho-ecological man* deserves a mention (Geissler, 2003). A modern professional, s/he wants to address different levels of needs – material needs, content needs, needs that convey meaning. Above all, s/he longs for so-called "happiness energy" (positive energy leading to a state of happiness) and uses it to help his or her personal development unfold. From this we could conclude that people are intrinsically motivated to pursue happiness.



Both the Corporate and the Life Mission are truly strategic projects. A Corporate Mission needs regular checking and adjustment. The Life Project should be 'project managed' with the same sense of purpose and professionalism.

Acting within the scope of our own talents, experiencing flow, means being intrinsically motivated, engaged to act, and raising our own capacity for learning and development. These are the factors that enable managers and other employees to drive a company forward.

Geissler also talks about a core motive – the need for physical and psychological ‘fullness’ (in the sense of ‘satisfied’ or ‘satiated’) and to be fully protected from loss, such as that of a close one, or a job, and injury, in the sense of being psychologically wounded in some way. For this, we must place more importance on positive experiences that give us ‘happiness energy’, than negative experiences, that unleash ‘frustration and injury’ energy.

Achieving physical and psychological ‘fullness’ depends, in my view, on how well we use our talent. Talent comes from the Latin *talentum* or ‘gift’. “She has talent,” we practice ‘Talent Management,’ we create a ‘Talent Pool,’ and so on. Whilst many people never pay that much attention to their own talent, its discovery and cultivation are a key part of Life Planning. Here, the support of a third party is very important. Other people are well able to recognize our talents, and can give us vital information about what makes us different. All we have to do is go and pick the information up. A range of tools and frameworks can also support the process.

Life Planning must be geared as closely as possible towards our personal aspirations and talent/s and help us aim for a high quotient of *flow experiences*<sup>1</sup> in our professional and extra-professional lives. Flow is a state of total, concentrated dedication to an activity, one which stimulates us so positively that we forget just about everything else. Typically, this state will only last a few short moments. However, in the course of a task that is favorable to a state of flow, these moments can occur regularly. Acting within the scope of our own talents, experiencing flow, means being intrinsically motivated, engaged to act, and raising our own capacity for learning and development. These are the factors that enable managers and other employees to drive a company forward.

In organizations, flow-oriented working is particularly important during ambitious growth phases or in a start-up setting. Talent orientation and flow experiences are also of central importance to create the universally-desired upward curve in the engagement and motivation of employees, and deepen their emotional identification with the organization.



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<sup>1</sup> Mihály Csíkszentmihályi



## Writing our Own Biography – from Norms to Choices

Classic *curriculum vitae*, educational tracks, career and relationship models are being replaced by a multitude of choices at different life stages – including lifestyle choices. Of course, these are not the same for everyone, and include professional, as well as extra-professional components. Being *able* to make a choice, also means *having* to. Difficult decisions must be faced. The security (or sense of security) once on offer as part of societal traditions and rules must now be replaced by self-confidence (an internally-driven sense of security).

Once upon a time, our life course was shaped at a relatively early stage. As a rule, key decisions, for example, education, relationships/marriage, military and political engagement and so on, were moulded to a large extent by ‘significant others’ such as parents and teachers, based upon their own value systems and traditions. This was then carried through into companies, to which people were often loyally bound for decades. Under the patronage of the traditional psychological contract between companies and employees, people could generally rely upon ‘the system’. A mutual understanding, this included assumptions such as: “if I do a good job, then I’ll be taken care of, I’ll be sought-after and rewarded.” In other words: “If I’m loyal, then I can expect loyalty and job security in return.”

Stability and predictability may well give a sense of security, but they also lead to static relationships, a kind of linearity that can inhibit dynamism and development. The continuous change we have witnessed for several years has demanded more dynamic, adaptive processes. These cloudy, uncomputable, conditions have given rise to a new type of psychological contract, one molded by *self* responsibility and a generally heightened demand upon the individual (see under ‘Subjectivization of Work’ on page 10). Palazzo (2004) takes up this point, drawing our attention to the fact that the plunging reliability of traditional assumptions can lead to identity crises. As Giddens (1991) nicely put it – “the signposts established by tradition now are blank.” Any ‘sense of direction’ is fed less and less by traditional paradigms, and more and more by reflective processes.

Depending on our situation and viewpoint, these developments present us with advantages or disadvantages. They certainly demand that we engage in our own Life Planning. In this way, a Choice-Driven Biography and Life Planning are linked.

This need to make choices and shape our lives leads to a ‘subjectivization of work’ and the dissolving of once-clear borders. And so, to our next reflection.



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### When Borders Dissolve

Some traditional border definitions live on. We find them between employment markets, for example. Or between professional functions, between home and work locations, free time and working time. Adam Smith considered the separation of the home and place of employment as one of the most important factors of the division of labour. To this day, the situation that most people do not work and live in the same place is an ever more important feature of current labor organization. In fact, these spatially-defined borders may well remain commonplace, with spatial definition acting as one of the barriers to dissolving borders as a whole. Homeworking, even if it is frequently possible, is still only a small part of the overall supply of labor.

Whilst borders between work and private time still exist, they are dissolving. This has been a longstanding theme for managers, especially entrepreneurs. Professional activities don't just take place 'on duty' and during office hours. Business happens during lunches, evening meals ("guess who's coming to dinner?"), cultural, and other events. These undefined, flexible platforms, where professional and private activities and interests mix, are classic examples of dissolving borders.

### The Subjectivization of Work– it's Up to Us

The subjectivization of work is a paradigm shift in our lives, business and society as a whole. It means that employees bring more 'subjective' input into work, in terms of opinions, motivations and demands, and in turn, work demands more 'subjective' input from employees, for example, self-determination, self-organization, creativity, emotions and motivations)<sup>2</sup>. The subjectivization of work is a path between two different worlds - from a world of strict constraints, control mechanisms and narrow frameworks, to a world of space, self-determination and self-responsibility, participation, the desire to make a meaningful contribution. These are exactly the things many, if not most of us, now take for granted in our private lives. In this respect, subjectivization and dissolving borders flow together. The subjectivization of work also makes higher demands on us as individuals to act autonomously and to be 'multi-applicable.' Business is ruled by multiple demands: from those of clients, share- and stakeholders, to competitor and market pressures.

The subjectivization of work is a path between two different worlds - from one of strict constraints, control mechanisms and narrow frameworks, to one of space, self-determination and self-responsibility, exactly the things most of us now take for granted in our private lives.

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<sup>2</sup> Kleemann et al. 1999, adapted.

Employees are no longer sought-after as such. Instead, the quest is for business partners, collaborative entrepreneurs.

When it comes to working hours, the erosion of the normal working day is often raised. One of the central constraints of employers can be the time and space dimensions of work – *where* does an employee have to do his or her work? For how *long*? Doing *what*, and with *whom*? As time/space dimensions become more flexible, and given that many of today's tasks take the form of projects, these central constraints, especially for managers and especially in the area of service delivery, have become strongly relativized.

Kastner (2004) has talked about a voluntary, endless form of working. Accompanying this is a certain neglect of recreation, regeneration, the private-social environment and the erosion of traditional employee profiles. Employees are no longer sought-after as such, instead, the quest is for business partners, collaborative entrepreneurs, people who are ready to take initiatives, align themselves with client demands, develop together with the company. A condition of this is to handle constraints in a way that take as much account as possible of all relevant stakeholders.

Even if the subjectivization of work is a “venture full of conditions and contradictions,” (Kratzer, Boes, Döhl, Marr, Sauer in Beck/Lau (Hrsg.) 2004), it also seems natural and meaningful for employees to involve themselves in a company in a way that uses all their resources. This kind of work subjectivization is a form of the engagement we typically find in owners and partners. Yet the question of relationships based on fair exchange still begs an answer, because subjectivization generally implies more time investment in work. And not everyone will find that their investment is attractively remunerated.

Managing our time investment is particularly important in light of dissolving borders and subjectivization of work. Knowing and improving the productivity of our time is a central factor – one which we will explore more deeply in Principle III.

In summary, here are the three most important fields of observation when it comes to subjectivization and dissolving borders:

1. Time investment
2. Managing the interface between professional and extra-professional interests
3. Classic transactional contracts

These three key factors, especially 1. and 2., will be further explored in following articles.

Dissolving borders between work and private time and the subjectivization of work all make Personal Governance and Life Planning more important than ever. Personal Governance is a way of managing and containing dissolving work borders, and can help us make the very best of the subjectivization of work.

How can we go about this?

### YOU, Inc. – a Liberating Status

One sign of the subjectivization of work is the emergence of 'YOU, Inc.'. Whilst there doesn't seem to be any general or recognized definition, publications over recent years have provided clues to help professionals better sell and position themselves as independent entrepreneurs within companies.

The status of YOU, Inc. is achieved when our dependency upon a particular employer drops significantly because our skills are in demand in the market. Whether we're fully employed or working as an independent is irrelevant. The power imbalance between employer and employee is altered in such a way that a partnership emerges - one in which both parties enjoy more flexibility and room to maneuver.

However, we need a high level of self confidence to reach this status of professional autonomy. Here, the link between self confidence and self-concept is also interesting. Self confidence (based, amongst other things, upon positive experiences of trust, support and care) is a cornerstone of a positive self-concept, and, in turn, a good basis for Life Planning.

Reaching YOU, Inc. status can be one of the goals of Life Planning. It can help us create career options and a degree of professional independence. YOU, Inc. can be a coping strategy in itself (see Principle IV of Personal Governance). Our heightened awareness of our professional independence can relieve difficult professional situations.

Professional independence can be interpreted in different ways, but it's mostly about our material security and rights.



Reaching YOU, Inc. status can be one of the goals of Life Planning. It can help us create career options and a degree of professional independence.

Some research suggests that very materially-oriented people have a tendency towards bad moods and depression.

They have fewer friends and fewer stable relationships, lower levels of curiosity and creativity.

They experience generally lower levels of interest in life and get bored more quickly. (Csikszentmihályi, 2003).

### Material Wealth – a Happy Marriage?

The more financial means we have, the more room for maneuver, allowing us to independently shape our Life Plan. Although monetary wealth is a valuable asset, it only covers the material aspect of Life Planning. Still, material needs and aspirations, and being aware of the way in which we relate to these, are very important in Life Planning. This awareness can broaden or narrow our scope of lifestyle choices. It raises questions such as: “What kind of goods are worth holding on to? What do I aspire to? What do I need to earn?”

The material expectations of our personal entourage also play a major role. It’s important to ask ourselves whether our own needs are in harmony with theirs, or whether diverging expectations have become a source of external pressure.

Some research suggests that very materially-oriented people have a tendency towards bad moods and depression. They have fewer friends and fewer stable relationships, lower levels of curiosity and creativity. They experience generally lower levels of interest in life and get bored more quickly. (Csikszentmihályi, 2003). Striving for more and more material goods could therefore inhibit true satisfaction and happiness.

You may have doubts about findings like this and the potentially radical views they could give rise to. You may also be nodding to yourself, quietly admitting that this may – just - resonate with you. But how can we break free? Material aspiration can become an addiction – one that can only be satisfied with new and higher doses of material wealth.

Rolling Life Planning gives us a chance to think regularly about our relationship with material world (for example, using the Question Catalogue on page 6). It can help us to be on the lookout for possibilities to increase our satisfaction levels via sources other than material ones. In this way, we can raise our ‘life satisfaction competence’ and ‘happiness ability.’ (Dietman, 2003, de Mello, 2002)



## Sense and Happiness – Fuelling the Life Plan

This leads us to two concepts: sense and happiness. Not only are sense and happiness closely related, they occupy a central place in Life Planning. As Nietzsche put it: “He who knows the *why* of life, can bear almost any *how*.”

The quest for happiness almost needs no further comment. Philosophers have intensively explored both sense and happiness and have suggested that skilful self-steering can enable a state of mind that is “more joyful, spiritual, unpretentious.” (Kastner, 2004). At the same time, we are reminded that we should treat happiness with a pinch of salt and question the assumption that “the unconscious goal in the evolution of every conscious being is its “highest happiness.” (Nietzsche again).

The important link between active Life Planning and happiness has been raised by Ulf Dettmann (2005). He refers to a study in happiness psychology that found 19 factors in people who describe themselves as happy and content. Let’s take a look at these, because they have clear connections to the Rolling Life Plan and Personal Governance.

### Happy People...

1. See themselves as masters of their own lives
2. Have a clever combination of short and long-term goals
3. Love what they do
4. Do not think in terms of problems, but in solutions
5. Do not solve their problems on their own
6. Invest a lot of time and energy in their social relationships
7. Know how to make the best of their abilities
8. Put nothing off until later
9. Plan ahead
10. Are grateful for the pleasant aspects of their lives
11. Are not complacent
12. Are working people
13. Can wait a long time for rewards
14. Know when to stop
15. Are active people
16. Are sportive people
17. Live in the present
18. Are in a position to let go and relax
19. Have been lucky, (but not just lucky)



From this, Dettmann concludes that on the basis of positive life circumstances, “working towards and reaching the goals we ourselves set, are a rich basis for happiness and contentment.”

## Not Just Plain Luck, Good Luck

Let's now examine a potentially exciting link between "happiness factor number 19," Dettmann's conclusion (working towards and reaching our goals are a rich basis for happiness and contentment) and another aspect of happiness: Good Luck. (Rovira, Trias de Bes, ESADE, 2004). This concerns the distinction between Luck, Plain Luck (Luck which does not depend on our influence), and Good Luck, that comes about via our active influence. In this context, Rovira and Trias de Bes lay down the following ten Rules of Good Luck:

### 10 Rules of Good Luck

1. Luck doesn't last long, because it doesn't depend on you. Good Luck is created by each of us: that's why it lasts forever
2. Many are those who want Good Luck, but few are those willing to pursue it
3. If you have no Good Luck now, it might be because you're under the usual conditions. To have Good Luck, you must create new conditions
4. Finding new conditions for Good Luck does not mean looking for our own benefit only. Creating conditions, helping others, makes Good Luck more likely to appear
5. If you postpone the creation of new conditions, Good Luck never arrives. Creating new conditions is sometimes hard work, but... do it today!
6. Sometimes, even under the seemingly right conditions, Good Luck doesn't arrive. Look for the seemingly unnecessary but indispensable conditions in the small details
7. To those who only believe in chance, creating conditions seems absurd. Those who create the conditions are not worried about chance
8. Nobody can sell Good Luck. Good luck cannot be sold. Do not trust those who sell luck
9. After creating all the conditions, be patient, don't quit. For Good Luck to arrive, have faith
10. Creating Good Luck means preparing conditions for opportunity. But opportunity has nothing to do with luck or chance; it is always there.



The 19 Happy People Factors and the 10 Rules for Good Luck have many points in common with the Principles of Personal Governance. Personal and Corporate Governance are not just a matter of Luck. They are a matter of Good Luck.

## Implications for Organizations

As we have seen, managers with well-developed Personal Governance competences have a life planning/project within easy reach, serving as a common thread and 'Leitmotiv' (theme). If individual managers need to take the following considerations into account, so, too, do organizational talent architects:

1. Aspirations and talent
2. Dissolving borders between the work time world and the private time world
3. The subjectivization of work
4. YOU, Inc.
5. Material aspirations, satisfaction, meaning and luck

The mission of an organization needs to align as much as possible with the Personal Governance and Life Planning needs of its managers. Only then can it create a robust, long-term connection between people and organization and build a critical mass of cohesion.

Only when the organization is fully aware of the true talents of its employees can these be properly and successfully mobilized. And only then can each individual fully mobilize his or her talent professionally.

Moreover, dissolving borders between professional and extra-professional interests contain hidden opportunities and risks. Influence needs to be carefully applied and borders dissolved throughout the organization.

The more strongly an organization is able to establish an emotional bond between itself, its strategic goals, its managers, and beyond, to all its employees, the more work will have sense and meaning within the organization.

Thanks to this, a multi-faceted form of motivation can be installed - focussed on more than purely material incentives.

The Mission of an organization needs to align as much as possible with the Personal Governance and Life Planning needs of its managers. Only then can it create a robust, long-term connection between people and organization and build a critical mass of cohesion.





## In Summary

### Check Questions

#### Individuals (recap)

##### *General Questions*

- How happy am I with my life in general?
- How happy am I professionally?
- How have I developed professionally?
- How heavy is my workload and how stressed do I feel?
- What kind of fears and worries am I preoccupied by?
- What setbacks have I experienced and how did these help me progress?
- What kind of development steps am I personally striving for?

##### *Questions to do with Sense and Meaning:*

- To what extent is what I do important to me?
- Is there really nothing more important for me?
- How do I define what is a meaningful task for me?
- What is the essence of my (personality) profile?
- How can I best utilize my resources – for myself and for my social environment?
- What goals do I need to set for myself, to ensure that my life has meaning and sense for me?
- What do I really want for myself?



#### Organizations

- Do we know the most important elements of the Life Plans of our key personnel?
- How well are our organizational mission and the Personal Governance needs of our key personnel aligned?
- What talents are available to us, and how are they deployed?
- How strong is the emotional identification and bond between our key personnel and the organization?
- What factors have a major impact on emotional bonding, and how can our organization strengthen that bond?

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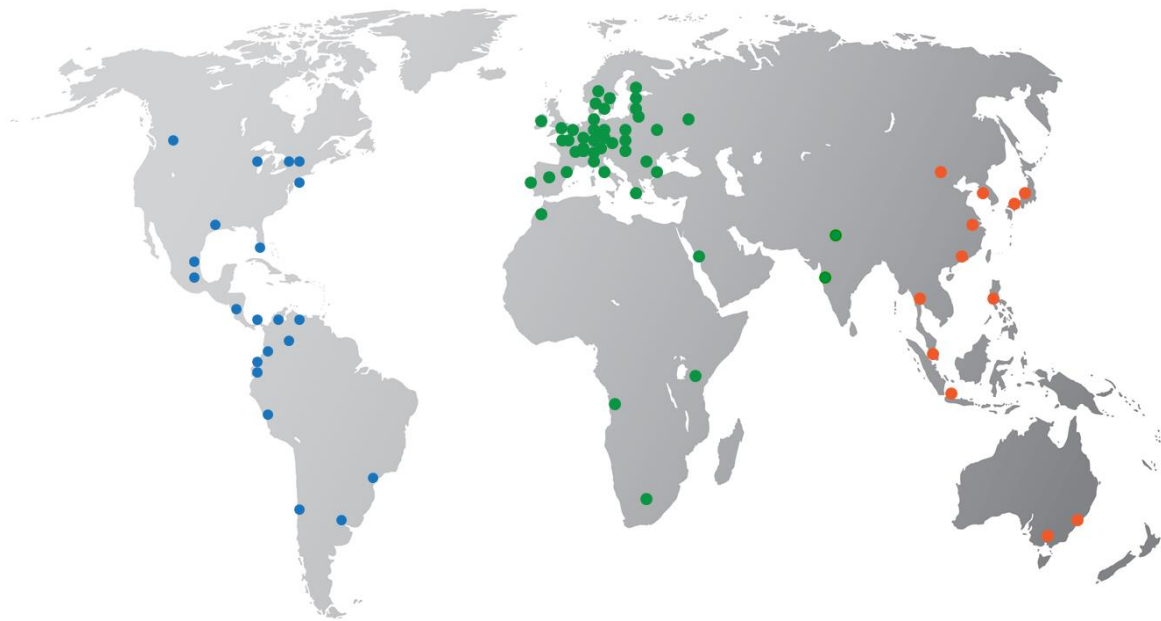
## Credits

This article series is based on 'Personal Governance als unverzichtbarer Teil der Corporate Governance und Unternehmensführung' – Fredy Hausammann, (Haupt Berne, 2007).

## About Amrop

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